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The Air Intelligence Agency (AIA) is a field operating agency of the United States Air Force (USAF). It is the single agency for the performance of US Air Force-wide intelligence roles and functions.

Summary of Revisions

This mission directive updates organizational structure changes. It deletes, adds, and modifies functional area responsibilities.

Section A—Mission

1. Introduction. The overall Air Intelligence Agency (AIA) mission is reflected in Air Force Mission Directive 15, Air Intelligence Agency. AIAMD 1501 is the official statement of the organization and functions of HQ AIA. It identifies the approved functions and responsibilities assigned to the HQ AIA staff elements through branch level.

Section B—General

2. Unit Manpower Document (UMD). The relationship between the HQ AIA mission directive and the UMD:

2.1. This mission directive prescribes the organization and functions of the HQ AIA staff while the UMD contains approved manpower authorizations of the HQ AIA staff elements.

2.2. The two documents must agree from an organizational structure standpoint. Although requests for changes to the organization affecting the HQ AIA UMD are submitted concurrently as prescribed below, permission must be granted to amend the organization before UMD changes are processed.

2.3. Each HQ AIA organizational element is preceded by a group of letters reflecting an office symbol code (OSC) or functional address symbol. The first two characters identify the basic organization element, and subsequent characters subdivide the basic element into subordinate organizational lev-

els. The OSC identifies the internal organization of the agency staff and arranges manpower authorizations in the UMD on the basis of organization structures contained in this mission directive.

3. Common Functions and Tasks. The following functions and tasks are common to all staff offices and are considered integral parts of the responsibilities assigned to the individual staff offices. Directors, chiefs of major staff offices, and other supervisory personnel:

3.1. Effectively and economically plan, organize, coordinate, direct, and control the operations of their respective organizational elements.

3.2. Provide internal management and administration of their activities. This includes performing such tasks as preparing, filing, and disposing of correspondence, reports, records, and other documents related to interoffice operations; obtaining office supplies and equipment from appropriate sources; managing assigned personnel; effecting proper security controls; and providing the staff office input to intra-headquarters documents, such as the AIA information summary, AIA history, program action directives (PAD), and financial plans.

3.3. Provide advice to the commander and staff; prepare, review, and implement plans; exercise staff supervision and coordination over actions; and establish liaison with appropriate higher, lower, and lateral headquarters.

3.4. As mission and responsibilities change, review their overall structure and operating procedures to ensure that wasteful organizational and supervisory practices do not exist. Examples are over-supervision, layering of vertical supervision, organizational fragmentation, questionable assignment of responsibility, faulty structuring, and "tandem" review by a deputy and chief. Submit necessary changes according to the instructions in paragraphs 3.6. and 3.7.

3.5. Are the submission authority for requesting changes to their individual organizations. Approval authority is either Headquarters United States Air Force, Directorate of Manpower, Organization and Quality (HQ USAF/XPM) or the Chief, Manpower, Organization, and Quality Division (HQ AIA/XPM), depending on the type of change requested. Changes requiring approval by HQ USAF/XPM are requested by the Vice Commander (HQ AIA/CV) through Intelligence, Surveillance, and Reconnaissance (HQ USAF/XOI). Requests not requiring HQ USAF/XPM approval are approved by HQ AIA/XPM. All changes, regardless of level of approval required, are routed through HQ AIA/XPM. Changes are not implemented prior to receiving approval.

3.5.1. Examples of changes requiring the HQ AIA/CV and HQ USAF/XPM/XOI approval include:

3.5.1.1. Establishing or discontinuing two-letter organizational elements.

3.5.1.2. Transferring functions between directorates or special staff offices.

3.5.2. Examples of changes requiring the HQ AIA/XPM approval include:

3.5.2.1. Significant realigning of organizational elements or functions within a directorate or special staff office involving the transfer of personnel or substantial workloads.

3.5.2.2. Adding new functions or deleting current functions bearing on the overall workloads and manning requirements of HQ AIA. Staff offices will not make any changes in organization or functions before obtaining approval of such changes according to the procedures prescribed herein.

3.6. Propose changes to the headquarters organization. Submit proposed changes involving any level of the AIA headquarters organization to HQ AIA/XPM. Submit proposals according to AFI 38-101, Air Force Organization, paragraph 5.2 and include the following information:

3.6.1. A summary of recommended changes with narrative justification for each change which specifically addresses productivity improvement in quantitative terms. Include why current organization is ineffective.

3.6.2. Organizational charts, both present and proposed, showing proposed organization down through lowest level, together with a manpower-authorization summary by category (officer, enlisted, civilian) for each organizational element.

3.6.3. Updated functional statements, written in concise language, present tense, and restricted to major functions or programs of the division.

3.6.4. Requested changes to the UMD.

3.7. Arrange to brief HQ AIA/CV when a proposed change to a staff function involves redesignating or realigning staff elements or changes manpower authorizations (number, title, Air Force Specialty Code (AFSC), etc.) in the conceptual phase. Acceptance of the preliminary briefing does not constitute sanction or approval of the proposal but authorizes further development and submission through existing channels. The briefing explains the following key points:

3.7.1. What mission or workload changes generated the organizational change request.

3.7.2. What the manpower costs are (plus or minus in spaces or grades) now and in the future.

3.7.3. What new organizational elements are being proposed; for example, divisions, branches, sections.

Section C—Responsibilities

4. **Command Section.** The command section and staff include:

4.1. Commander (HQ AIA/CC). The duties of AIA/CC include Chief of the Air Force Service Cryptologic Element (SCE) and the Director of the Joint Command and Control Warfare Center (JC^2WC). HQ AIA/CC directs policies to accomplish AIA missions and responsibilities.

4.1.1. Senior Enlisted Advisor (HQ AIA/CCC). HQ AIA/CCC advises the commander on matters of health, welfare, morale, and the utilization of enlisted personnel within the agency. HQ AIA/CCC evaluates the quality of the noncommissioned officer leadership and monitors the enlisted forces' compliance with US Air Force standards.

4.1.2. Executive Services (HQ AIA/CCE). HQ AIA/CCE reviews all incoming and outgoing correspondence for the command section. Provides essential information management support and plans, coordinates and schedules all continental United States and overseas travel for the commander and technical director. Introduces new technology and information management systems for use by the command section personnel. Maintains schedule control of the Commander's Conference Room. Files repository for command section correspondence. Develops and coordinates itinerary and content of the commander's field visitation program.

4.1.3. Mobilization Assistant to the Commander (HQ AIA/CCR). HQ AIA/CCR acts as vice commander in the absence of the commander when the vice commander is filling the role of commander. HQ AIA/CCR is Mobilization Assistant to the Commander.

4.1.4. Commander's Action Group (HQ AIA/CCX). HQ AIA/CCX assists, advises, and performs special projects for commander. Develops decision papers, researches and writes speeches and articles and prepares briefings for the commander and vice commander. Maintains liaison with senior staff members in Office of the Secretary of Defense (OSD), Joint Chiefs of Staff (JCS), service headquarters, and the National Security Agency (NSA).

4.1.4.1. Audiovisual and Presentations (HQ AIA/CCXR). HQ AIA/CCXR develops, maintains, and presents (upon request) the agency overview briefings. Assists AIA activities in developing briefings. Maintains the commanders' audiovisual briefing aids. Operates the specialized audiovisual equipment for the Command Section. Ensures that the audiovisual equipment in the Bernard A. Larger Auditorium and the Commander's Conference Room are operable. Schedules the use of the Bernard A. Larger Auditorium. Instructs AIA personnel on using audiovisual equipment. Narrates special events sponsored by the command section.

4.2. Vice Commander (HQ AIA/CV). HQ AIA/CV assists AIA/CC in discharging agency missions and responsibilities. HQ AIA/CV acts for the commander in his or her absence.

4.2.1. Executive Services (HQ AIA/CVE). HQ AIA/CVE reviews all incoming and outgoing correspondence for the vice commander. Provides essential information management support and plans, coordinates and schedules all continental United States and overseas travel for the vice commander. Introduces new technology and information management systems for use by the command section personnel. Maintains schedule control of the Commander's Conference Room. Files repository for command section correspondence.

4.2.2. Protocol (HQ AIA/CVP). HQ AIA/CVP greets all distinguished visitors (0-7 and above, civilian equivalent, and all foreign visitors). Arranges and supervises official social functions for the commander and vice commander. Manages the commander's contingency fund. Advises the agency on protocol matters. Reserves hotel accommodations, assists in travel arrangements for distinguished visitors. Coordinates and prepares agenda for weekly distinguished visitors report. Plans and coordinates agency ceremonies to include monthly retirement ceremonies, awards ceremonies, etc.

4.3. Executive Director (HQ AIA/CA). HQ AIA/CA assists the commander in discharging the agency missions and responsibilities with special emphasis on agency technical plans and programs.

5. The Operations Directorate consists of:

5.1. Operations (HQ AIA/DO). HQ AIA/DO is responsible for integration of all-source signals intelligence (SIGINT), measurement and signature intelligence (MASINT), human intelligence (HUMINT), imagery intelligence (IMINT), open source intelligence (OSINT), scientific and technical intelligence, and general military intelligence collection and production activities into products and services directly supporting US Air Force operations, air component commands, and other Department of Defense (DoD) requirements. Provides command, control, communications, computer, and intelligence (C4I) information operations (IO) support to warfighter agencies and the HQ USAF/XOI. Develops and implements operational policy, plans, directives, procedures, and resource allocation decisions necessary to perform AIA's operational mission and for the control and operation

of communications and intelligence information systems within the Air Force intelligence community. Focal point for analysis and evaluation of user requirements based on current and future technological capabilities. Responsible for the development and implementation of information, system, and technical architectures, interoperability standards, and overall configuration management policy to support AIA's mission. Oversees and directs agency participation in the DoD Foreign Material Exploitation Program and various other special access projects. Represents the Director, NSA (DIRNSA) as the designated approval authority (DAA) for Air Force C4I systems and the AIA/CC as DAA for all AIA C4I collateral and sensitive but unclassified systems. Recommends computer security policy to National Agencies, Air Force, Army Intelligence and Security Command (INSCOM) and Commander Naval Security Group (COMNAVSECGRP). Develops and implements concept of operations (CONOPS) for AIA missions. Oversees AIA's operational readiness, customer requirements and support, and measurements necessary to assess the effectiveness of support provided. Directs the Air Force Telecommunications Monitoring and Assessment Program mission as specified in AFI 33-219, Telecommunications Monitoring And Assessment Program (TMAP). Represents HQ USAF/XOI as the Air Force executive agent to the Electronic Publishing Board (EPG) and Combined Intelligence Publishing Service (CIPS) for policy, guidance, oversight and allocation of resources. Manages the Freedom of Information Act (FOIA) and Privacy Act programs. Agency focal point for budget management and planning for communications and intelligence information systems acquisition and operations and maintenance (O&M). Agency focal point for planning and integrating modeling and simulation (M&S) based improvements to IO capabilities. Establishes and directs the agency's records management program. AIA functional managers for the 14NX, 33XX/37AX, 1NXXX, and 3CXXX/3A0XX career programs. Program management office for the Year 2000 (Y2K) program and Tactical Information Broadcast Service (TIBS).

5.1.1. Mission Management (HQ AIA/DOM). HQ AIA/DOM is responsible for all sensitive operations and research projects that cross functional and organizational lines. Performs intelligence functional analysis, activity based costing, and organizational analysis for HQ AIA/DO. Determines HQ AIA/DO responsiveness to the AIA goals and objectives in light of the AIA Strategic Plan and Long-Range Plan end states. Responsible for the AIA Y2K program management office and functions as the Air Force executive agent for the classified Y2K database. Reviews, evaluates, and conducts assessments of new communications, intelligence, and IO training plans to determine requirements for IO manpower resources. The DO focal point for military and civilian awards recognition program. Represents AIA at national, joint, and military departmental working groups, steering groups, and committees. Responsible for the implementation of new communications and intelligence information systems supporting AIA, the Air Force and other DoD components. Provides program advocacy at corporate boards. The DO focal point for intelligence and technical support and force protect for the DO. Provides planning and programming for information and infrastructure upgrades (IIU), SENSOR BUS, SENSOR BOX, and Defense Message System (DMS). Manages the AIA INTELINK, INTELINK-X and INTELINK-S programs. Provides technical support for defense information infrastructure Common Operating Environment (COE). Responsible for technology insertion as it relates to support of the Technology Demonstration Center (TDC). Responsible for programmatics for AIA/DO and 690th Information Operations Group (690 IOG) programs to include Program Objective Memorandum (POM), General Defense Intelligence Program (GDIP), and Consolidated Cryptologic Program (CCP) planning.

5.1.1.1. Program Services (HQ AIA/DOMP). HQ AIA/DOMP is responsible for the accomplishment of timely, sensitive research and analysis projects for the Operations Directorate, and the 690 IOG in direct support of directorate and Air Force requirements. All projects are creative in nature, crossing functional and organizational lines. Provides the director and his senior staff with detailed, accurate information concerning the cost of producing all directorate products and services utilizing intelligence functional analysis, organizational analysis, activity based costing, and continuous process improvement. The AIA program management office is the Air Force executive agent for Y2K, and is responsible for developing, coordinating, and overseeing the Air Force classified database and execution of AIA's program to solve the Y2K problem. Reviews the AIA/DO organization in light of the AIA Strategic Plan and Long Range Plan. Determines the directorate contributions to the agency goals and objectives, and develops the structure to ensure these goals and objectives are met or exceeded. Reviews and evaluates new communications, intelligence, IO training plans to determine requirements. Conducts training needs assessment for the IO manpower resources. Agency focal point for financial planning and budget management for C4I acquisition and O&M. Incorporates life-cycle information into the agency financial plan. Working with DO program managers, manages the submission of the AIA/DO, financial plan and unfunded requirements to agency corporate structure, to include special purpose, long-haul communications and operations support. Oversees the execution and reprogramming of IO funding. Represents the AIA/DO at various agency financial planning forums.

5.1.1.2. Plans and Programs Development (HQ AIA/DOMX). HQ AIA/DOMX is responsible for the implementation of more than $100M in communications and intelligence information systems supporting AIA, the Air Force, other DoD, and non-DoD components. Monitors and evaluates the effectiveness of existing communications and intelligence information systems and manages the implementation of modernization programs to improve assigned systems. Identifies potentially advantageous communications and intelligence information capabilities through participation in technology demonstrations and exercises. Provides support for development of technology proofs of concept in AIA's TDC. Assists the Air Staff program element monitors to validate and justify funding requests for modernization programs. Manages and provides oversight for the Air Force-wide implementation of INTELINK, a classified, internet-like capability supporting the intelligence community's requirements. Leads the development of SENSOR BOX, a data retrieval, warehousing, and data mining effort related to INTELINK implementation. Provides program management leadership for the SENSOR BUS program and IIU initiative aimed at improving the overall communications capability between AIA units and the warfighter worldwide. Leads the development of an Air Force initiative to provide intelligence to deployed security forces. Serves as the AIA command manager for configuration management to establish and monitor policy, roles, and responsibility for configuration management at HQ AIA and its subordinate units. DOMX is also responsible for interfacing with Air Staff and the Defense Intelligence Agency (DIA) on matters related to the Joint Intelligence Virtual Architecture. The branch also serves as the command manager of the DMS, the replacement for the AUTODIN messaging system. Provides AIA presence at the national level as the command manager for the Global Command and Control System, the Global Command Support System, and the Electronic Commerce and Electronic Data Interchange programs. Provides AIA planning and programming C4I systems support to HQ AIA, its field units and centers. Working with AIA/DO program and functional managers, manages the submission of the DO outyear initiatives to

agency corporate structure. Represents the AIA/DO in the AIA Tactical Cryptologic Program, GDIP Program, and CCP corporate process to plan and program the necessary resources to meet AIA's current and future mission requirements.

5.1.2. Current Operations (HQ AIA/DOO). HQ AIA/DOO is the AIA functional manager for all intelligence functions: SIGINT, MASINT, IMINT, HUMINT, OSINT, airborne reconnaissance, space borne reconnaissance, and agency participation in the Air Force Foreign Material Program. DOO is the AIA focal point for AIA operations world-wide; responsible for providing management oversight, guidance, and technical expertise regarding program health, status, and overall effectiveness. Air Force point of contact (POC) for intelligence production and applications requirements process and validation. The program advocate and POC for current operations. Formulates, disseminates, and manages IO policy, procedures, regulations, and resources concerning C4I and IO requirements affecting IO. Administers and manages AIA's communications, multimedia, publications, forms, records management, Privacy Act, and FOIA programs and operations. Executes the USAF validation office functions prescribed under the DoD Intelligence Production Program (DODIPP). Responsible for validating, prioritizing, monitoring, and satisfying all US Air Force IO needs. Air Force office for implementation of intelligence preparation of the battlespace (IPB) throughout the Air Force.

5.1.2.1. Current Operational Information (HQ AIA/DOOI). HQ AIA/DOOI formulates, disseminates and manages IO policy, procedures, regulations, and resources concerning C4I and IO requirements affecting IO. Proposes, develops and implements policy and guidance integrating DoD and Air Force policy and guidance to manage intelligence, communications, and information requirements throughout their lifecycle creation, collection, reproduction, dissemination, and disposition. Administers and manages AIA's communications, multimedia, visual information, publications, forms, records management, Privacy Act, and FOIA programs and operations. IAW Executive Order 12958, implements and manages the Records Declassification Review Program. Represents HQ USAF/XOI on the EPG and CIPS Council and Committees. Collects, analyzes, and compiles data for submission to the Joint Committee for Printing and CIPS. Represents AIA on Air Staff multimedia and publishing working groups. Develops new processes for electronic publishing (multimedia), dissemination, and storage of intelligence information. Measures and distributes workload between intelligence community multimedia publishing and printing facilities to ensure maximum efficiency. Manages AIA's portion of the NSA critical communications operations and circuits in support of AIA. Manages the Air Force's Special Security Office's CRITIC program. Coordinates with NSA, COMNAVSECGRP, INSCOM, Defense Information Systems Agency (DISA), Defense Commercial Communications Office, and Air Force Telecommunications Certifications Office on telecommunications requirements crossing DoD and inter-service boundaries. Validates AIA's sensitive compartmented information (SCI) communications circuits requirements. Serves as operational focal point for the review and coordination of all program management directives (PMD), CONOPS, PADs, programming plans (PPlan), and communications-computer systems requirement document requirements. Also, responsible for the functional management of the information management, the communications-computer systems, and printing and audio visual career fields.

5.1.2.2. Current Operations (HQ AIA/DOOO). HQ AIA/DOOO is the functional manager for SIGINT, MASINT, IMINT, OSINT, airborne reconnaissance, space, and proliferation. Develops and implements policies, methodologies, and procedures supporting worldwide

AIA, US Air Force, and national level programs. Conducts oversight of all operational aspects and issues of AIA intelligence disciplines. Maintains knowledge of current systems capabilities and requirements, identifies required system and program upgrades, and provides technical expertise and capabilities assessments to HQ AIA/DOO, the HQ AIA/DO, and across the headquarters staff. Interprets operations feedback data and determines overall operations effectiveness. Provides background and information packages, and recommendations to assist in establishing policy, guidance, and management oversight. Assists in the development of intelligence architectures CONOPS, and short term plans for ground, air, and mobile operations in support of strategic and tactical warfighter needs. AIA focal point for support and coordination of funding initiatives from AIA units support to the AIA corporate process, via concentration of functional expertise. Represents AIA in national, service, and joint working groups, steering groups, and committees.

5.1.2.3. Production and Applications Operations (HQ AIA/DOOQ). HQ AIA/DOOQ oversees AIA's production/application management process to include direction of production policy, validation of Air Force requirements, taking coordination and collection of production/application metrics. Additionally, DOOQ advocates production/application center initiatives and participates as functional area experts in command resource builds. Directly tasked by Air Staff, the validation office functions prescribed under DODIPP, specifically, the validation and tasking of US Air Force intelligence requirements. In this role, DOOQ is responsible for reviewing, researching, validating, prioritizing, and monitoring all US Air Force requirements to include information operational needs. Advocates customer needs during production process. Responsible or coordination of production-related initiatives and oversight of AIA production and application centers and processes. Manages the AIA community on-line intelligence system for end users and managers (COLISEUM) system. Serves as an all-source collection requirements manager, primarily as the AIA SIGINT collection requirement manager. Maintains the US Air Force dissemination program to ensure that finished intelligence products are delivered. Leverages the production and services from all AIA centers and units to integrate data, information, and intelligence in more cost-efficient and effective methods for specific customers or systems. Air Force office for implementation of IPB throughout the Air Force.

5.1.3. Tactical Information Broadcast Service (TIBS) (HQ AIA/DOP). HQ AIA/DOP serves as executive agent for TIBS. Responsible for all aspects of TIBS. Represents AIA at national, joint, and military departmental working groups, steering groups, and committees. DoD executive agent for TIBS under the direction and guidance of the Office of the Assistant Secretary of Defense (OASD) for command, control, communications and intelligence (C3I). Serves as the office of primary responsibility (OPR) for directing the development of tactical information collection, analysis and reporting architectures to satisfy DoD joint-service requirements for real-time intelligence support to the warfighter. Provides guidance and technical assistance to OASD/C4I on all matters related to TIBS program development and operations, system enhancements, research and development, mission tasking and management, program funding and execution, metrics building and analysis, and customer interfaces. Develops collection management policy and approves procedures for the planning and execution of designated joint TIBS operations worldwide.

5.1.4. Space and Advanced Programs (HQ AIA/DOY). HQ AIA/DOY organizes, trains, and equips Air Force 1-1 precedence operational and developmental space and advanced intelligence

programs. These programs are supported by a network of nine special signal processing sites providing critical information to combat commanders. Establishes policy and guidance for intelligence support to these programs. Responsible for equipment upgrades and O&M requirements. Coordinates directly with warfighting commands and air component commands to develop CONOPS for AIA support of their requirements. Manages an annual budget of over $40million. Establishes security requirements for all personnel projects and sites.

5.1.4.1. Space and Advanced Programs Intelligence Integration (HQ AIA/DOYI). HQ AIA/DOYI provides customer interface for space and advanced programs intelligence requirements. Executive agent for an inter-agency senior level Collection and Production Committee (CPC) and provides single POC interface with the CPC's action officer organization, the Intelligence Requirements and Studies Group. Tracks space and advanced programs intelligence requirements, tasking, collection, and production. Develops and maintains compartmented, limited access networks and databases.

5.1.4.2. Space and Advanced Programs Special Studies (HQ AIA/DOYP). HQ AIA/DOYP develops and manages special studies and research projects. Manages security and oversight for and within special projects. Coordinates studies and projects with field sites, special labs, analysis entities, and national agencies. Interfaces with General Counsels of the Air Force and NSA on legal matters. Develops and tracks special operational tasking. Develops future plans and budgets for special studies on intelligence, operations, and equipment architectures.

5.1.4.3. Space and Advanced Programs Resources (HQ AIA/DOYR). HQ AIA/DOYR manages DOY administrative requirements including document control and orderly room tasked details. Tracks action items and message traffic. Responsible for DOY facilities and equipment. Manages DOY and subordinate units' personnel, information, automated information system or TEMPEST, and physical security. Manages personnel resources for DOY, subordinate specialized field units, and specific special activities. Interfaces with HQ Air Force Personnel Center (AFPC), HQ AIA/DP and XP, and other MAJCOMs on personnel issues. Develops and maintains historical records and inputs for DOY and space and advanced programs.

5.1.4.4. Space and Advanced Programs Plans and Programs Execution (HQ AIA/DOYX). HQ AIA/DOYX is responsible for planning, programming, budgeting, financial execution, technical support, logistics, information and communications systems, and program management of space and advanced programs. Develops strategies and headquarters policies for program management, planning, and budgeting. Oversees concept exploration and technology development activities. Advocates and coordinates worldwide requirements with Air Staff, Secretary of the Air Force, Acquisition (SAF/AQ), Air Force Space Command (AFSPC), Air Combat Command (ACC), and Air Force Special Operations Command (AFSOC). Builds, justifies, and advocates input to the POM and program decision packages. Proactively manages projects to ensure contracts meet cost, schedule, and performance requirements. Coordinates all activities to establish contract strategy and objectives. Coordinates future program acquisition plans with Air Force Materiel Command (AFMC). Responsible for financial execution of approved budgets. Certifies availability of funding and correct appropriation, manages obligations and expenditures to meet OSD goals, and reports financial status to the program director and the Air Staff. Responsible for automated data processing

support to include developing and maintaining mission support systems for compartmented mode workstation local area networks (LAN) and worldwide area networks, and all associated network and database functions. Responsible for communications, computers and other equipment and software for HQ AIA/DOY, field sites, and associated activities. Provides all logistics planning and support for HQ AIA/DOY programs. Manages all contractor employees that support the HQ AIA/DOY mission.

5.1.4.5. Space and Advanced Programs Operations (HQ AIA/DOYZ). HQ AIA/DOYZ manages operational space and advanced intelligence programs, systems, and projects. Provides policy and guidance for these operations by developing doctrine and issuing HQ directives. Responsible for developing and processing mission need statements (MNS), ORDs, technical requirements documents, CONOPS, and operations plans (OPLAN). Coordinates and reviews Memorandum of Agreements (MOAs) and Memorandum of Understanding (MOUs) with other organizations regarding operations. Interfaces with other AIA organizations for support to on-going operations. Supports field unit operations at four sites. Directs SIGINT support to AFSPC, in coordination with NSA, for systems upgrades, new systems, training requirements, and program advocacy. Interfaces with national level agencies and advanced programs projects for current and projected operational requirements. Interfaces with DOYX for technical support to Air Force Information Warfare Center (AFIWC) operations and field sites.

5.1.5. Operations Plans (HQ AIA/DOX). HQ AIA/DOX is responsible for planning, evaluation, analysis, and reporting on intelligence support to the warfighter. Serves as the single POC on the AIA staff for users of AIA intelligence products. Ensures AIA's intelligence, electronic combat, psychological operations, deception, and security assets are correctly focused on support to the warfighters and the acquisition community. Charged with educating the operational US Air Force on intelligence capabilities, products, and services. POC for intelligence support to force protection initiatives. Executive agent for the Air Force's Tactics Analysis and Reporting Program. The single POC within AIA for intelligence support to the warfighter's application of IO. Develops CONOPS, policy, near term plans, and resource allocation recommendations to AIA and HQ USAF/XOI for ground, air, and mobile IO. Agency focal point representing the DIRNSA as the DAA for Air Force C4I systems. Represents the Director of DIA as the service certifying organization for all Air Force DoD Intelligence Information System (DODIIS) Migration Systems. Manages AIA's Foreign Material Program. Responsible for the development, integration, and implementation of operational and systems architectures required to support AIA's mission areas. AIA's focal point for changes to the DoD and Air Force technical architectures. Functions as AIA Deputy Chief Information Officer (CIO) and develops agency-wide implementation policy to implement the Information Technology Management Reform Act. Supports the AIA CIO in daily policy execution. Serves as AIA's Systems Integration Management Office. Develops guidance for IO systems interoperability and promotes establishment of COEs. AIA's focal point for all matters pertaining to development, implementation, policy, and guidance of M&S in support of IO. Manages technology proof-of-concepts that facilitate technology insertion with respect to DoD interoperability and standardization programs, legacy system interface, high speed networking, high performance computing, and M&S model migration. Apprises AIA/CC of units' ability to fulfill CINC wartime taskings, highlights and validates shortfalls, and makes recommendations for corrective action. Plans, coordinates, and monitors AIA participation in all tasked JCS and Air Force component command exercises. Performs AIA wartime and contingency support opera-

tions planning. Supervises worldwide unit type code (UTC) development for all AIA and Air Force intelligence UTCs. AIA functional manager for 1NXXX resources. Provides DO representation on the Program Review Panel (PRP), the Requirements Execution Panel (REP), and the Planning Implementation Panel (PIP).

5.1.5.1. Architecture and Integration (HQ AIA/DOXA). HQ AIA/DOXA is the agency focal point for development of intelligence operational and systems architectures; review and coordination of DoD and Air Force technical architectures, M&S functional management; and information technology management and insertion. DOXA develops AIA policy and guidance, and ensures compliance with Air Force and DoD policy in each of these areas. Serves as AIA Systems Integration Management (SIM) Office, representing AIA to DoD SIM functions and activities. SIM responsibilities include management of DODIIS site transition activities according to JCS Pub 2. Manages the AIA Data Administration Program IAW AFI 33-110 to support Air Force, DISA, and NSA requirements. Develops and implements policy, architectures, processes, and technology concepts to promote interoperability, COEs, standardization, reuse, and reduction of redundancy among systems and operational services, to include M&S capabilities. Provides operational support to all AIA M&S activities to achieve DoD, Air Force, and AIA strategic visions and objectives. Develops and integrates master and action plans and represents M&S strategies to the corporate structure to ensure a seamless AIA M&S capability is delivered. Interfaces with external agencies to coordinate AIA M&S support and ensure AIA requirements are included in larger M&S efforts. Manages technology proofs of concept that facilitate technology insertion with respect to DoD interoperability and standardization programs, legacy system interface and model migration, high speed networking, and high performance computing. Functions as AIA's Deputy CIO and develops agency-wide implementation policy to implement the Information Technology Management Reform Act. Supports the AIA CIO in daily policy execution.

5.1.5.2. Combat Applications (HQ AIA/DOXC). HQ AIA/DOXC serves as the sole AIA focal point for IO oversight, policy, and guidance. DOXC works with Air Force MAJCOMs and other agencies on the development of Air Force IO doctrine, policy, and tactics, techniques, and procedures. DOXC also serves as functional interface between the traditional operational Air Force (the Combat Air Force (CAF), air mobility, space, special operations force) and the AIA staff, providing expertise to HQ AIA and serving as a single point of entry to AIA for the operational Air Force. This includes oversight of AIA's role in several CAF related programs and key intelligence support plans such as the Tactical Analysis Reporting Program and the Air Force Mission Support System.

5.1.5.3. Readiness and Exercise (HQ AIA/DOXX). HQ AIA/DOXX is responsible for AIA wartime and contingency support operations planning, responsive to JCS, HQ US Air Force, and national agency tasking. Provides planning guidance for all agency tailored wartime packages for US Air Force, Pacific Air Forces, Central Air Forces, and Southern Air Forces areas of responsibility. Provides communication and intelligence information support to AIA's tactical wartime mission including exercises and contingency operations. Reallocates agency communications and intelligence information assets to support contingencies. As AIA's Spectrum Manager responsible for satellite and radio frequency requirements. Manages the configuration and ensures function and technical interoperability of AIA's tactical communications and intelligence information with those of other DoD agencies. Participates in joint efforts to modernize and improve US intelligence systems communications. Supervises worldwide

UTC development for all AIA UTCs. Keeps AIA/CC apprised of units' readiness, highlights and validates shortfalls, and makes recommendations for corrective action. Develops designed operational capability statements by conducting annual reviews and making comparisons with units' historical data, AIA war mobilization plans II, UTC tasking and OPLAN tasking. Plans, coordinates, and monitors AIA participation in all tasked JCS and Air Force component command exercises. Represents AIA at exercise development and planning conferences, manages the JCS exercise fund for AIA, and determines initial allocations across the agency to provide optimum support to JCS, HQ US Air Force, MAJCOMs and joint activities. Agency functional manager for 1NXX resources. Guaranteeing the health and welfare of all operational career field requirements in order to produce superior information operators.

5.1.6. Psychological Operations (HQ AIA/DO2). The Air Force center of excellence for psychological operations (PSYOP) is a key function of IO and information warfare (IW). Its overall mission is to leverage the PSYOP tools, training, and technology necessary to influence the attitudes, perceptions, and ultimately the behavior of a foreign target audience. As part of AIA's IW "arsenal," PSYOP seeks to diminish an adversary's will to resist, preparing the battlespace for successful air and information operations across the spectrum of conflict. In its role as Air Force functional manager for PSYOP, DO2 spearheads the planning, programming, and oversight of PSYOP-related aerospace and IO activities (not reserved to Air Staff or AFSOC). It develops PSYOP doctrine and operational concepts (in concert with Air Force Doctrine Center and battlelabs). It collaborates with ACC, AFSOC, and Air Staff on PSYOP policy and guidance, acquisition, force modernization, and wargaming; identifies and sponsors emerging technology with PSYOP potential (in conjunction with USSOCOM and AFIWC battlelabs). DO2 heads the Air Force steering committee and working groups responsible for PSYOP integration within the operational air forces and coordinates PSYOP education and training for information operators. Responsibilities include establishing PSYOP databases and a global reachback capability for all air expeditionary and forward-deployed IO forces; participating in Air Force and AIA exercises and contingencies; enfolding PSYOP into selected campaign plans and force-protection scenarios; integrating PSYOP into the planning cycle for all levels of air combat and IO; and managing service PSYOP personnel. DO2 will also represent AIA and Air Staff at interservice, national, and coalition PSYOP meetings and conferences.

6. The Personnel Directorate consists of:

6.1. Personnel (HQ AIA/DP). HQ AIA/DP oversees and directs staffing a selectively-manned field operating agency (FOA) of military and civilian personnel at locations worldwide. Interfaces directly with the DIA, NSA, Central Intelligence Agency, and other DoD intelligence organizations. Ensures personnel policies and programs meet Air Force and agency peacetime and wartime needs. Plans for force structure changes and redistributes personnel to ensure agency mission accomplishment. MAJCOM-level focal point for OPLANs and future systems, capabilities, and technologies. Provides wartime contingency support to the JCS. Primary member of the HQ AIA Board. Manages personnel resources for a FOA, which provides all-source intelligence, electronic warfare, and Command, Control, and Communications Countermeasures (C^3CM) support to Air Force and joint commanders worldwide. Works closely with senior leadership of AIA, one global wing with four groups, AFIWC, National Air Intelligence Center (NAIC), three direct reporting groups, NSA, the Defense Language Institute, HQ USAF/XO, the Air Force Generals' Group, the Air Force Colonels' Group, and HQ AFPC on a wide variety of personnel, manpower, and policy issues. Ensures the availability of prop-

erly trained and security-cleared personnel for sensitive, national-level tasking and worldwide missions.

6.1.1. Assignments, Executive Development and Training (HQ AIA/DPA). HQ AIA/DPA manages all assignments, senior officer personnel activities, and education and training issues for the Agency. The Operations Assignments Team manages all assignment actions associated with intelligence, rated and nonrated operations assignments. The Support Assignments Team manages all assignment actions for all support-related functions. Collectively, these two teams manage personnel matters for all colonels and coordinate assignment actions with HQ AFPC assignment managers, HQ AIA functional representatives, other MAJCOMs, AIA commanders and field personnel. DPAT serves as the Agency OPR for education and training, professional military education, classification and retraining, selective reenlistment bonuses, and trained personnel requirements policies and programs. In addition, DPAT provides training support to AIA field units and performs training liaison activities between the Agency and HQ USAF, HQ AFPC, other MAJCOMs, and outside training activities such as the National Cryptologic School (NSC), National Security Agency (NSA), and the Defense Language Institute (DLI).

6.1.1.1. Support Assignments. The support assignments activity manages all assignment actions required to fill AIA officer and enlisted support (other than intelligence) manpower positions below the grade of colonel. Interfaces directly with HQ AFPC assignment managers, other MAJCOMs, HQ AIA functional representatives, AIA commanders and field personnel on all aspects of support assignments. Provides support assignment information, career counseling, and manning advice to AIA commanders and field personnel. Keeps senior leadership apprised of situations and trends that impact AIA's ability to fill manning authorizations.

6.1.1.2. Operations Assignments. The operations assignments activity manages all assignment actions required to fill AIA officer and enlisted operations (intelligence) manpower positions below the grade of colonel. Interfaces directly with HQ AFPC assignment managers, other MAJCOMs, HQ AIA functional representatives, AIA commanders and field personnel on all aspects of operations assignments. Provides operations assignment information, career counseling, and manning advice to AIA commanders and field personnel. Keeps senior leadership apprised of situations and trends that impact AIA's ability to fill manning authorizations.

6.1.1.3. Training and Education (DPAT). HQ AIA/DPAT serves as the agency manager for training programs, oversees the organization's activities, acts as a focal point for the agency's training issues and as a liaison to outside activities. The agency OPR for education and training, professional military education, classification and retraining, selective reenlistment bonus, and trained personnel requirements policies and programs.

6.1.2. Civilian Personnel (HQ AIA/DPC). HQ AIA/DPC manages and oversees the agency civilian personnel programs necessary to meet the needs of AIA, serviced organizations owned by other MAJCOMs, Air Force, and DoD operational and support requirements. Also operates a base level civilian personnel office according to all statutory and regulatory directives of AIA, Air Force, DoD and Office of Personnel Management.

6.1.2.1. Development and Utilization (HQ AIA/DPCH). HQ AIA/DPCH oversees the development and management of Human Resource Development, Air Force Career Programs,

Civilian Career Development Program, and Civilian Personnel Training Program for AIA and Air Force. Manages the Intelligence Community Assignment Program and Intelligence Community Regional Specialist Program for AIA. Coordinates all program activities involving development, recruitment and compensation with Air Force and national intelligence community agencies. Provides advisory services to AIA and serviced organizations owned by other MAJCOMs, Air Force, and DoD management, supervisors, and employees.

6.1.2.2. Information Services (HQ AIA/DPCI). HQ AIA/DPCI manages base and MAJCOM-level Civilian Personnel Data System, MAJCOM Military Personnel Data System, and an unclassified LAN. Provides data reports loaded on request from HQ USAF, AIA, and other DoD agencies.

6.1.2.3. Plans and Requirements (HQ AIA/DPCR). HQ AIA/DPCR oversees all aspects of civilian classification and position management in AIA. Implements DoD and the Air Force classification directives. Manages position classification program under Civilian Intelligence Personnel Management System. Assists management in the evaluation of organizational structures to include supervisory requirements and the control of senior-level positions.

6.1.2.4. Recruitment and Placement (HQ AIA/DPCS). HQ AIA/DPCS oversees the recruitment and staffing, the Equal Employment Opportunity (EEO), and Career Development Programs to meet needs of AIA. Analyzes and applies qualification standards to vacancies; participates in career management and EEO programs; provides advisory service of affirmative employment objectives, including organization structuring for career development. Processes all personnel actions on civilian employees. Manages systems changes and programming activities agency-wide.

6.1.2.5. Resource Effectiveness (HQ AIA/DPCX). HQ AIA/DPCX plans and programs all agency civilian resources. Prepares and monitors all hiring plans and budgets for civilian pay for the agency database. Manages the Employee Management Relations Program in AIA. Provides advisory services and counseling to AIA management, supervisors, and employees. Manages all incentive awards and recognition programs, the drug testing program, and performance management program.

6.1.3. Personnel Programs (HQ AIA/DPP). HQ AIA/DPP manages all personnel programs associated with personnel assigned to the agency.

6.1.3.1. Force Management. The Force Management function manages the AIA quality force programs, officer and enlisted promotions, retention and professional development; implementation of force management actions necessary to meet AIA operational and support requirements; and ensures personal affairs programs conducted at AIA units and their interaction with host base personal affairs and agency recognition programs are accomplished. Ensures policies and actions of the overall Air Force and AIA quality force programs are accomplished to include promotions, demotions, retirements, separation, evaluations, unfavorable information files, control roster actions, reenlistments and testing. Conducts all officer management level reviews for the HQ USAF/XO. Maintains Officer Command Selection Record Group for AIA officers and serves as the agency OPR for implementation and maintenance of the Officer Evaluation System and the Enlisted Evaluation System. Oversees the agency's Military Equal Opportunity and Human Relations Education Programs involving

military personnel. Ensures timely advisory for HQ AIA/DP and HQ AIA/CC on problems and trends in social actions.

6.1.3.2. Plans, Readiness and Field Activities. This function manages the personnel portion of PPlans to effect unit activations or inactivations, base closures, unit moves, and weapon system conversions. Reviews agreements and coordinates formulation of personnel portion of all joint tenancy matters. Directs the creation of deployment requirement documents in support of real-world contingencies and exercises. Monitors deployed AIA personnel. Manages the Agency's Manpower and Personnel module of the Contingency Operations Mobility Planning and Execution System (COMPES) and Worldwide Military Command and Control System. Develops and maintains the readiness reference library and conducts training to support AIA's Battle Staff, Contingency Support Staff and Manpower and Personnel Readiness Center. Administers entitlements for military pay and allowances including travel and transportation entitlement policy. Develops and validates the personnel portion of the agency's management guidance on operation of all subordinate military personnel activities. Directs the HQ AIA Squadron Commander Orientation Course. Monitors facilities programming and provides functional area guidance in the construction, major alteration, and utilization of personnel facilities at all AIA locations. Serves as agency OPR for Military Personnel Flight management. Manages annual functional support awards programs for AIA personnel. Conducts all studies, analysis and information gathering for a consolidated reply for military personnel or DP functional responsibility changes. Evaluates and responds to proposals to change overseas tour lengths. Monitors IG reports and auditor reports. Monitors reassignment actions pertaining to force structure changes and projected organizational manpower change that affect officers and airmen. Represents HQ AIA/DP on the HQ AIA PIP and PRP. Augments HQ AIA SAV and IG teams as required or requested.

6.1.3.3. Command Special Recognition Programs. Ensures the overall management of the SENSOR OLYMPICS and agency's functional awards programs. The agency OPR for determining SENSOR OLYMPICS competitor AFSCs and quotas for each AIA unit. Ensures SENSOR OLYMPICS tests are developed, published, distributed and graded. Ensures timely recognition and publicity of competitors. Arranges protocol and transportation requirements for SENSOR OLYMPICS award finalists during the week of activities and the award banquet with over 500 in attendance. Manages and monitors the functional awards for the agency. Ensures functional awards programs are tracked for award submissions and awards are presented appropriately. Develops computer programs supporting the management of SENSOR OLYMPICS and functional awards.

6.1.4. Executive Services (HQ AIA/DPZ). HQ AIA/DPZ provides information management support to HQ AIA/DP. Develops and implements administrative policies and procedures for HQ AIA/DP and ensures compliance with administrative requirements. Coordinates staff actions with other AIA activities and the command section. Distributes and monitors correspondence and suspense actions. Acts as control point for distribution. Prints and distributes all incoming messages. Prepares daily read file. Manages the records management program, Enlisted Performance Report and Officer Performance Report program, leave accountability program, suggestion program, decorations program, sponsor program, additional duty program, publications and forms requirements, and telephone control program. Organizes quarterly director's recognition programs and other DP activities. Schedules periodic agency orientations for newcomers.

7.   The Financial Management and Comptroller Offices consist of:

7.1.   Financial Management and Comptroller (HQ AIA/FM). HQ AIA/FM administers the AIA financial management program through the AIA board structure. Provides financial advice and services to the AIA Commander and staff. Interfaces with financial management structure at SAF, HQ USAF, NSA, DIA, and MAJCOMs. Establishes financial policies, goals and objectives. Provides technical guidance to agency organizations on financial activities. Focal point for general accounting office (GAO), DoD IG, and Air Force audits affecting AIA, and serves as executive agent for intelligence contingency funds (ICF). Accounts for expenditures of public appropriations.

7.1.1.   Budget (HQ AIA/FMB). HQ AIA/FMB is responsible for agency-wide financial management, budgeting execution and policy. Provides financial advice to the comptroller. Interfaces with SAF, HQ USAF, NSA DIA and MAJCOMs. Serves as the primary member of the corporate REP.

7.1.1.1.   Budget Execution. Recommends policies and procedures for the administration of operation and maintenance (O&M) funds. Continuously monitors and analyzes execution of funds, provides feedback with monthly status of funds briefings to the REP and AIA board, keeping the AIA/CC and senior staff informed of the unit and agency funding position. Consolidates unit unfunded requirement submissions, presents to the REP for ranking, recommends to the AIA board for approval, and submits to higher headquarters for funding. Maintains funding and documentation control for all active and expired appropriations. Monitors all actions necessary to ensure an orderly close out of funds each fiscal year. Responsible for the management, budgeting and execution of the AIA operating budget, which supports the HQ AIA staff.   Monitors and analyzes the facility project program, military family housing, leased long haul communications lines, contingency reimbursements, JCS and non-JSC exercises.

7.1.1.2.   Budget Operations. Recommends policies and procedures for the administration of AIA investment appropriations, to include research, development, test and evaluation and procurement funds. Responsible for the development of out-year financial plans for all appropriations by consolidating AIA unit inputs into a comprehensive agency submission to higher headquarters. Responsible for preparing initial distribution recommendations for all appropriations based upon financial plan submissions. These recommendations are presented to the REP for sponsorship into the AIA board for approval. It is further responsible for tracking all congressional decisions that affect AIA funding.

7.1.2.   Financial Plans and Analysis (HQ AIA/FMP). HQ AIA/FMP is responsible for agency-wide financial planning and policy. Provides financial management and analytical support to the agency. Responsible for reviewing or conducting cost estimates and analysis for all agency programs or initiatives. Provides HQ AIA personnel with limited financial services while interfacing with the host financial services office (FSO). Responsible for reviewing and promulgating Air Force and defense finance and accounting service instructions to all AIA subordinate units.

7.1.2.1.   Financial Services. Responsible for developing financial policy and guidance. Promulgates comptroller approved policy and guidance to all AIA units. Responsible for reviewing and implementing Air Force policy and guidance as it applies to AIA units. Provides limited financial services to personnel assigned to HQ AIA. These services consist of travel voucher fund certification, limited milpay inquiries and assistance with the automated defense

civilian pay system (DCPS). Further responsible for issuing and updating administrative preparation guidance and instructions on temporary duty orders throughout the agency. Is the agency focal point for all audits. Maintains working relationships with GAO, DODIG and Air Force Audit Agency auditors. Serves as the executive agent for ICFs. In that capacity, is responsible for issuing overall guidance and instruction for the use of these funds as well as collecting quarterly reports on fund expenditures. Administers the special morale and welfare account and official representation funds. Responsible for managing the agency's management control program.

7.1.2.2. Financial Analysis. Reviews or conducts economic analysis, cost analysis or cost estimates for all AIA programs and initiatives. Responsible for the cost validation of all POM initiatives. Reviews proposed projects or programs to determine the correct application of appropriated funds. Applies Air Force approved standard rate factors for cost estimates when actual cost data is unavailable. Participates in systems acquisition reviews including program financial reviews. Conducts evaluations of contractor cost and scheduling systems and conducts cost and schedule variance analysis. Focal point for design-to-cost, life cycle cost and economic analysis. Conducts or participates in cost and operational effectiveness analysis and specialized cost studies. Prepares an annual economic impact analysis statement for the AIA units located in the San Antonio area. Develops costing guidance and policy for all agency units. Member of the corporate PRP.

8. The Office of the Chaplain consists of:

8.1. Chaplain (HQ AIA/HC). HQ AIA/HC is the principal advisor to the AIA Commander and senior staff on all matters of spiritual, religious, moral, morale, quality of life, and Air Force core value concerns. Ensures the free exercise of religion throughout AIA. Provides pastoral visits and ministry of presence to AIA units and related organizations worldwide. Provides functional oversight to subordinate operational field units. Provides expertise on the SCI environment and its effect on the HQ AIA/HC mission within the Air Force Chaplaincy. Ensures SCI- cleared chaplains are available to perform pastoral duties within an SCI facility. Monitors and initiates support agreements and "S"-coded chaplain positions on the UMD. Initiates and participates in the interaction and planning efforts with Air Staff, MAJCOM, wing, joint, and SCE functional counterparts. Provides ecclesiastical ministries, rites, and ceremonies.

9. The History Office consists of:

9.1. History (HQ AIA/HO). HQ AIA/HO oversees and manages all historical functions of the AIA. Develops and issues tasking directives to obtain historical data and materials from subordinate units and the headquarters. Conducts integrated and sequenced research in AIA offices as needed. Prepares the annual AIA history, special historical studies, monographs, and other historical reports. Maintains and manages the AIA historical repository and the US Air Force SCI historical repository. Responds to requests for historical data from the AIA Commander and staff, the Air Staff, NSA DIA, other commands, other services and subordinate units.   Directs and manages the Air Force intelligence oral history program.

10. The Inspector General Office consists of:

10.1. Inspector General (HQ AIA/IG). HQ AIA/IG is responsible for AIA inspection programs, complaints, inquiries and investigations. HQ AIA/IG applies inspection criteria developed by HQ directorates to assess readiness and sustainment of AIA units. Publishes benchmark analysis and recommends process improvement. Negotiates joint inspections with SCE's Air Force MAJCOMs and joint agencies. Analyzes and evaluates unit missions, resources, organization, and leadership. Advises the HQ AIA/CC on the efficiency, economy, health, status, and adequacy of operations of AIA's worldwide forces. Hears and resolves complaints on behalf of AIA personnel. Conducts special inquiries and resolves unit problems. Detects fraud, waste, and abuse (FWA) and identifies potential FWA within the agency. Informs the HQ AIA/CC of the status of Intelligence Oversight Programs throughout the agency and provides quarterly reports to the Air Force Inspection Agency.

11.   The Staff Judge Advocate Office consists of:

11.1. Staff Judge Advocate (HQ AIA/JA). HQ AIA/JA serves as chief legal advisor to the AIA commander, staff, and subordinate units on all military justice, civil law, and intelligence and IW oversight issues. Processes general courts-martial and advises the commander, who is general court-martial convening authority. Advises commander and staff on the disposition of sensitive adverse administrative actions, personnel quality force issues, discipline, and ethical standards of conduct. Provides IO legal advice to the commander and staff, AFIWC, Air Force Battlelab, Air Force Computer Emergency Response Team, JC^{2}WC, and other special activities.

12.   The Logistics Directorate consists of:

12.1. Logistics (HQ AIA/LG). HQ AIA/LG sets policy and performs planning and administration of logistics programs to include: maintenance, supply, transportation, logistics plans, contracting, systems life cycle planning and installation. Monitors agency host-tenant support agreements and provides management oversight for military and civilian personnel serving in logistics positions worldwide.

> **12.1.1. Contracting (HQ AIA/LGC).** HQ AIA/LGC establishes policies and procedures, manages resources, and accomplishes contract reviews for AIA contract actions. Advises commander and staff on all matters relating to contracting, acquisition, contract types, public law, small business, competition, and DoD and Air Force policy. Using public law, executive order, Federal Acquisition Regulation (FAR), DoD FAR supplement, Air Force FAR supplement, AFMC FAR supplement, Air Force regulation, and 60-series Air Force Instructions, LGC provides contracting policy, procedures, direction and technical assistance to agency activities. Executes and manages the agency's competition and small business programs. Participates as member of the standing AIA Acquisition Strategy Panel. Manages Acquisition Professional Development Program (APDP) certification and currency training for AIA contracting personnel. Investigates and processes congressional inquiries, ratifications, protests, and claims pertaining to contracting matters. Performs all reviews and approvals as required and as directed. Interfaces on all audits involving contracting. Performs request for proposal support office functions to instill acquisition reform throughout all phases of the contracting process.

> **12.1.2. Maintenance (HQ AIA/LGM).** HQ AIA/LGM oversees life cycle maintenance management and engineering support for AIA. Formulates maintenance management policy for AIA personnel worldwide. Provides maintenance management oversight, policy guidance and technology insertion for the agency's maintenance personnel.

12.1.2.1. Maintenance Management (HQ AIA/LGMM). HQ AIA/LGMM establishes policies and procedures for AIA maintenance activities and is the agency OPR for the Product Improvement Program. Manages systems hardware configuration. Monitors progress of all materiel deficiency reports. Works manpower requirements in conjunction with HQ AIA/ XPM. Career field manager for AFSCs 2EXXX, 2AXXX, and reporting identifier 9SXXX. Monitors and evaluates AETC's and the agency's maintenance training programs. Manages the Contractor Engineering and Technical Services program. Monitors logistics-related environmental issues. Manages AIA's maintenance personnel and unit maintenance effectiveness awards programs, and AIA nominations for Air Force-level maintenance awards. Functions as the AIA Integrated Weapon System Management focal point for all matters pertaining to integrated logistics support (ILS) for all new systems and equipment entering the agency inventory. Develops policies, procedures, concepts, and guidance relating to acquisition logistics and ILS for the agency. Is the AIA Data Management Office. Provides policy, program oversight, and directs the activities of the agency Data Management Program. Serves on DoD and Air Force Data Management Conference working groups. The agency singular approval authority on contractor data management documents. Provides data management support to the JC2WC. Serves as the agency ILS manager for the agency acquisitions or for any system and equipment introduced into the agency through acquisitions by DIA, AFMC, NSA/CSS, or other government agencies. Directs agency capabilities for planning, programming, policy, policy oversight, and manning ILS for all new tactical and strategic systems and equipment. Active member of NSA's Acquisition Logistics Support (ALS) Advisory Group and represents AIA as the Air Force SCE authority for NSA Minimum Essential ILS Review policy. Participates as the HQ AIA/LG representative on the agency program working group and represents the maintenance division on the agency communications and computer board. Reviews and coordinates recommendations on NSA/CSS, US Air Force, and agency directives pertaining to acquisition logistics support. Serves as the ILS Integrated Product Team representative for Air Force and AIA systems. Functions as the senior logistician for the AIA APDP for acquisition logistics. LG alternate member on the PRP participating within the charter of AIA corporate process. Manages AIA/LG automation architecture and installed systems. Documents current and future requirements and manages projects to implement and sustain automation capabilities responsive to those needs. Represents AIA/LG automation interests within and outside of AIA. Provides customer support to all AIA/LG automation users.

12.1.2.2. Integrated Electronic Systems Management (HQ AIA/LGMY). HQ   AIA/ LGMY ensures electronic systems maintenance policy and procedures development concurrent with airborne, ground, and national systems acquisition and that sustained maintenance support is delivered throughout the system life cycle. LGMY implements tailored procedures in support of special acquisition airborne and ground associated programs. Develops, reviews, and updates maintenance concepts for AIA systems throughout the equipment life cycle ensuring concept inclusion in planning and programming documents. Recommends allocation of personnel resources based upon skill levels, special experience identifiers, and training. Plans, programs, and budgets for equipment/system replacement through the command Equipment/ Systems Identification/Replacement Board. Evaluates depot and quick reaction capability team support provided by outside agencies. Participates in headquarters planning meetings; and represents the agency at planning conferences to identify and support agency maintenance concepts, policies, requirements, and capabilities. Provides program management and contract oversight for programs such as AN/FLR-9, LADY LOVE and other projects. Reviews

system modification proposals and upgrades to ensure supportability and compliance with applicable maintenance directives. Plans and manages the agency's airborne maintenance technician standardization evaluation program. Manages and administers the Maintenance Manpower Management System (M3S) and Position Equipment Table (PET) programs. Coordinates and assigns Position Equipment Identifiers (POEI) to new systems and equipment installed at AIA units. Develops and issues policy for the AIA Maintenance Data Collection (MDC) program which includes the Core Automated Maintenance System (CAMS), Reliability and Maintainability Information System (REMIS), and the Integrated Maintenance Data System (IMDS). Represents AIA at MDC and other data collection program meetings. Acts as the AIA focal point for IMDS implementation. Manages the Standard Reporting Designator (SRD) program and Work Unit Code table development. Reviews/evaluates Source, Maintenance, and Recoverability code change requests. Implements the AIA Reliability and Maintainability (R&M) Program and advises units of R&M trends. Is the HQ AIA focal point for electromagnetic compatibility (EMC), electromagnetic interference (EMI), and radio frequency interference (RFI) functions and monitors related activities of AIA field stations and intermediate headquarters. Plans and manages the agency's electromagnetic environmental effects (E3) program with emphasis on EMC, EMI, RFI, and microwave hazards to personnel and munitions. Prepares and publishes directives to provide technical and administrative guidance for resolving interference problems.

12.1.3. Supply (HQ AIA/LGS). HQ AIA/LGS establishes policy and provides assistance for all supply systems, materiel management, materiel control, logistics plans, and transportation activities in AIA. Establishes plans, policy, and procedures for supply, transportation, and logistics planning activities in areas of: financial management, requirements acquisition, storage, accounting, distribution, item identification, specialized supply systems, standard base supply systems, equipment management, materiel management, airlift and vehicle support, and contingency planning, including all activities related to the deployment of AIA forces. Represents agency at Air Staff, NSA, and joint policy meetings, conferences, and various logistics executive boards. Represents AIA at all Air Force Supply Executive Board meetings hosted by HQ USAF/ILS.

12.1.3.1. Supply Policy and Procedures (HQ AIA/LGSP). HQ AIA/LGSP develops policies and procedures, and provides guidance to manage automated and manual specialized and standard supply accounts, and maintenance and logistics materiel control functions within AIA. Develops policies, procedures, concepts, and guidance relating to sustainment for agency operated systems. Serves as the agency's focal point for wholesale support policy issues pertaining to SIGINT and US atomic energy detection systems and equipment sustainment support. Manages, provides oversight, and evaluates the intelligence systems operational and maintenance (O&M) funds program in support of AIA's intelligence mission. Manages, provides oversight, and evaluates the intelligence systems CCP investment funds provided by NSA for sustainment of the AIA mission. Manages, coordinates, assists, directs, and integrates transportation requirements, and develops policy to support the worldwide intelligence mission. Develops and integrates supply and transportation requirements into operational and transportation plans. Establishes policies and procedures for the packaging, preservation and movement of cryptologic and highly sensitive materiel. Manages the Operational Support Airlift Program, procures and validates Air Mobility Command Special Assignment Airlift Missions to support agency deployment worldwide. Manages the agency's vehicle requirements and replacement program. Acts as the agency's Stock Fund Program

manager and as the functional manager for supply and transportation personnel and manpower actions. Coordinates training matters for supply and transportation personnel. Evaluates and provides supply inputs to agency PADs, ILS Plans, System Acquisition Plans, OPLANs, and special projects, and participates in their reviews. Serves as OPR for FOA DoD Activity Address Code assignments. Represents AIA as a member of the NSA ALS Advisory Group, Air Staff policy meetings, conferences, and working groups as the Air Force SCE authority for identifying AIA's minimum essential ILS requirements. Assists the SCE wholesale community in resolving logistics support problems and issues. A primary and alternate member of the AIA PIP. Prepares and evaluates SENSOR OLYMPICS tests for supply personnel. Acts as resource advisor for the directorate and administers all CCP investment funds allocated to the agency, including tracking of obligations until funds are expired. The action officer for developing and tracking the status of LGS 2000 initiatives. Functional manager for 2S0XX, 2T0X1, and 2T1X1 career fields. Represents AIA at all Air Force supply chief's advisory board meetings. Administers the agency supply and transportation annual organizational and personnel awards programs.

12.1.3.2. Weapon Systems Support (HQ AIA/LGSW). HQ AIA/LGSW implements and executes the agency equipment management program. Provides policy and guidance for mobility planning, inter and intra service support agreements (ISA), and logistics requirements in support of operational planning. Responsible for the development of the directorate strategic plans, actions plans and goals. Administratively controls the position equipment table, which authorizes most AIA mission equipment. Manages and updates allowance standards that are exclusively used by AIA units. The OPR for redistribution of excess or detasked SIGINT mission equipment. The agency focal point for Air Force Equipment Management System modernization efforts. Directs and manages the agency's spare parts program. Monitors mission capable conditions and status, and provides assistance as required. Reviews initial spares support lists for accuracy and applicability. Reviews and coordinates on all adjusted stock level requests submitted from agency units. Represents the agency at Air Staff, NSA, and joint policy meetings, conferences, and working groups. Extracts and compiles logistics data from deployment plans. Provides guidance to base-level units in the management of COMPES, Logistics Module – base level, including the interface of the COMPES manpower and personnel subsystems. Maintains the flow of logistics detail data and builds logistics packages to meet requirements. Manages the Logistic Readiness Center, which responds to emergencies, contingencies, exercises, alerts, and limited and general war. Manages the AIA ISA program. Provides training and staff assistance to AIA wing, centers, and groups on the administration of ISAs. Participates in the writing of AIA PADs and PPlans, ensuring all logistics issues are addressed. Functional manager for 2G0X1 career field. Develops and manages the AIA/LG infrastructure requirements to include manpower and personnel. Responsible for development of directorate's strategic plans, goals, and total quality enhancement initiatives.

13. The Public Affairs Office consists of:

13.1. Public Affairs (HQ AIA/PA). HQ AIA/PA manages, organizes, directs, and operates the agency's public affairs program. Serves as advisor to the commander and staff on all aspects of public affairs affecting the agency. Provides information to AIA people, provides information about the agency to the public, and ensures the best relations between the agency and local communities. Pro-

vides public affairs policy direction to support morale and combat readiness of all AIA people. Manages an agency-wide publication highlighting the mission and people of AIA. Coordinates agency participation in community-relations activities. Prepares articles for HQ AIA/CC/CV and provides security review service. Ensures that HQ AIA/PA resources are effectively and efficiently managed. Oversees the development, implementation and evaluation of Public Affairs plans and programs. Also, serves as Public Affairs Director for the JC2WC.

13.1.1. External Communications (HQ AIA/PAE). HQ AIA/PAE ensures overall Air Force media and community relations programs are accomplished. Collects, analyzes and disseminates to the public and news media unclassified, releasable information about the agency and its activities. Develops and carries out programs to earn understanding, acceptance and support of the AIA role in national defense and to foster equal treatment and respect for agency people and their families in communities where there is an agency presence. Makes the complete AIA record available to the American people, within the restrictions of security. Reports the Air Force's use of its people, material, and money to the American public. Ensures that information proposed for release through any medium meets the standards and policies for safeguarding national security matters and agrees with established departmental and US government policies and programs. Plans, conducts and evaluates programs and actions that integrate agency people into community life. Informs members of the community about the agency mission and contributions of AIA people to the community. Is the agency's POC for all media and community relations queries.

13.1.2. Internal Information (HQ AIA/PAI). HQ AIA/PAI ensures overall Air Force and AIA internal information programs are accomplished. Keeps agency people informed about Air Force and agency missions, and about Air Force, DoD, agency and national policy decisions, and any issues that relate to them either directly or indirectly. Publishes an agency magazine in support of the above and produces other specialized publications, as necessary, in support of AIA and Air Force internal information objectives. Evaluates agency information and management communication flow and feedback. Analyzes factors that affect the information flow at all levels, identifies trends and courses of action to fix problems. Publicizes AIA unclassified activities and individual and unit accomplishments. Assists commanders in their leadership communication functions.

14. The Reserve Affairs Office consists of:

14.1. Reserve Affairs (HQ AIA/RE). HQ AIA/RE is the central manager for the Air Force Intelligence Individual Mobilization Augmentee (IMA) Program, supporting over 1800 reservists worldwide and 18 gaining command organizations, across all Air Force MAJCOMs, most unified combatant commands, and intelligence combat support agencies. Responsible for development of plans, programs and operations for the training, readiness and peacetime contingency and wartime use of intelligence and intelligence support reserve personnel. As a program manager, oversees reserve personnel actions, including recruitment, accession, assignment, retention, training, promotion, and force management.   Administers the reserve personnel appropriation (RPA) and military personnel appropriation (MPA) manday programs for reserve training and augmentation to active force intelligence requirements. Responsible for the Air Force implementation of DEPSECDEF Plan, "Peacetime Use of Reserve Component Intelligence Elements." Coordinates with the Air Force Reserve Command and Air National Guard unit programs on common reserve intelligence matters. Serves as the focal point across the Air Reserve Component (ARC) intelligence force for the Joint Reserve Intelligence Planning Support System, managing the reimbursable manday programs and MPA funding in support of defense intelligence requirements. Interfaces with senior staffs on HQ USAF/RE,

HQ USAF/XOI, ASD(C3I), DIA/DM, and all supported gaining organizations on ARC issues. Coordinates on all plans related to AIA-gained Air National Guard units and IMAs. Advises the HQ AIA/CC and hi staff on reserve matters.

15. The Safety Office consists of:

15.1. Safety (HQ AIA/SE). HQ AIA/SE is the agency executive level focal point for occupational safety. Plans, develops, implements, and manages the agency's mishap prevention program which incorporates all disciplines of occupational, flight, orbital, explosives, systems safety and nuclear surety. Oversees worldwide mishap and formal mishap investigation and reporting, safety awards programs, education and training program and materials, and coordination of mishap prevention matters with federal, DoD, other MAJCOMs and USAF Safety Center. Represents AIA at all federal, DoD, and USAF safety functions and meetings. Reviews Air Force safety directives and publications and provides recommendations for improvement and implementation. Develops and publishes agency safety instructions and supplements, evaluation criterions, and regulations. Identifies, evaluates and recommends abatement actions for a wide variety of hazards. Evaluates economic losses and injury severity to determine casual factors. Disseminates comparative analyses with suggested corrective action for all levels of command. Provides safety consultation services to all AIA subordinate units and centers. Reviews and approves blueprints and engineering drawings of all new facility construction and upgrades. Plans, organizes and administers safety evaluation of subordinates activities and augments the HQ AIA/IG during management effectiveness inspections, operational readiness inspections and functional management reviews. Promotes fullest application of Operational Risk Management to all safety issues and processes.

16. The Office of the Surgeon consists of:

16.1. Surgeon (HQ AIA/SG). HQ AIA/SG ensures the health and physical well being of all AIA personnel are maintained at a high state of readiness. Provides medical, professional and administrative assistance to the AIA Commander and members of his or her staff; and other AIA individuals, groups and organizations. Ensures that AIA personnel on flying status are, and remain, medically qualified for flying duty through an ongoing physical examination review process. Monitors worldwide health care support available at all AIA duty locations during medical staff assistance visits. Proposes methods for helping agency personnel lead a healthy and vigorous life style through the auspices of the Cornerstone for Life, health promotion program.

17. The Security Office consists of:

17.1. Security (HQ AIA/SO). HQ AIA/SO oversees and manages the physical security of all agency assets, and ensures that collateral, SCI, personnel, and information security programs are managed according to applicable directives. Manages SCI programs for US Air Force, including SCI management training. Manages SCI and collateral programs for AIA including security clearance and access processing, billet structure, incident reporting, and the classification, protection, sanitization, downgrading, and destruction of classified materials. Manages and administers special access programs. Acts as focal point for and validates clearances, and maintains access lists for each program. Acts as AIA interface with hosting commands, the Air Force Chief of Security Forces and component security force leaders on law enforcement and physical security issues. Agency manager for security forces personnel, equipment and training. Develops long-range goals and initiatives to improve security of agency resources. AIA functional manager for 3PXXX career program.

17.1.1. Information Security (HQ AIA/SOC). HQ AIA/SOC provides classification guidance to all customers, ensuring their products are properly classified and marked accordingly. Tracks SCI incidents for the Air Force and reports trends to higher authorities, following up with educational initiatives. Administers the US Air Force SCI management course and teaches it on a monthly basis. Provides guidance and approval to subordinate units for foreign visitors and release of information in accordance with national disclosure policy directives. Implements Executive Order 12958 and manages the mandated program to review classified documents of permanent historical value which are 25 years old or older, either declassifying them or exempting them from declassification. Reviews FOIA requests to identify and remove classified information prior to release of the documents. Serves as the collateral information security program manager. Provides general assistance on security matters to internal and external customers up to and including Air Staff and proponent agencies.

17.1.2. Personnel Security (HQ AIA/SOP). HQ AIA/SOP provides functional oversight for the agency's personnel, industrial, top secret control, critical nuclear weapons design information control, signal integrated operations plans control, and North Atlantic Treaty Organization (NATO) control security programs. Determines acceptance for SCI access and continued SCI access for all AIA military, civilian, reservist, and contractor personnel. Manages the AIA SCI billet structure, security information file reporting, discharge for cause, and courts martial programs. Processes security clearance and SCI accesses for Air Force Reserve intelligence career field. Authorizes the issue of AIA restricted area badges, receives and dispatches SCI accesses on temporary duty personnel, and oversees the security clearance portion of the AIA critical sensitive civilian hiring program. Administers the agency TK, G, and B control systems and components program. Functions as the Air Force TK, G, and B control officer. Approval authority for HQ AIA courier requests. Reviews contractual security documentation with industry to ensure the protection of classified information. Manages the SCI access portion of the Air Force foreign visitor program

17.1.3. Security Operations (HQ AIA/SOX). HQ AIA/SOX develops AIA security policy for physical security, emergency protection and destruction, and circulation control. Provides oversight for alarm systems, resource protection programs and restricted area credentials. Interfaces with DIA, NSA, Air Staff and MAJCOMs on security issues. Advises Air Staff on intelligence security issues. Publishes AIA's quarterly security publication "The Shield" and the agency's professional security bulletin, the "SO Digest." Reviews programming and planning documents for security requirements and manning authorizations. Serves as the Air Force focal point for SCI training course allocations and as training focal point for agency security forces personnel. Creates and maintains home page on the agency web for distance training and assistance to Air Force and DoD personnel. Provides logistics and budget support for the security office. Provides oversight of security office Quality Air Force programs.

18. The Plans and Programs Directorate consists of:

18.1. Plans and Programs (HQ AIA/XP). Responsible for all AIA strategic planning, long-range architecture and new mission development. Agency focal point to orchestrate the acquisition process of intelligence systems. Performs management engineering studies, validates manpower requirements, and allocates available authorizations. Ensures that the organizational structures of the agency and its units are in compliance with Air Staff direction and policy. Develops AIA's input to Air Force POM, the NSA Consolidated Cryptologic Program (CCP), and the DIA General Defense Intelligence

Program (GDIP). Manages the agency's requirements validation and prioritization process. Serves as the AIA interface for information warfare, strategic and master planning, doctrine, requirements, national systems initiatives, and policy with HQ USAF, major commands and external agencies. Manages the AIA corporate process. Manages AIA unit transfer, closures, or bed downs.

18.1.1. The Civil Engineer (HQ AIA/XPC). HQ AIA/XPC provides professional engineering capability (tasking, policy, guidance) directly supporting national intelligence, electronic combat, and C^3CM missions. Advises and assists intelligence units and their hosts in the O&M of facility and utility resources valued in excess of $1 billion at over 100 locations worldwide. Provides engineering consulting services to NSA and other DoD agencies. Serves as liaison for AIA in dealing with host and agency military family housing, unaccompanied enlisted personnel housing, and services.

18.1.1.1. Program Support (HQ AIA/XPCP). HQ AIA/XPCP oversees the programming and management expertise to identify, develop, validate, program, and acquire facility projects in the O&M Program. Plans, programs, validates and defends to HQ USAF and DoD the HQ AIA military construction program to support AIA operational missions and quality of life for its people. Is a member of the AIA REP and the AIA PRP. Provides engineering expertise to the AIA PAD system in direct support of new and changing mission requirements. Programs the design and construction requirements for the Mobile Engineering Alteration and Repair Team to support the facility and utility requirements of AIA, NSA, and other agencies.

18.1.1.2. Technical Support (HQ AIA/XPCS). HQ AIA/XPCS develops operating policy and criteria for mechanical, electrical, and architectural systems at all agency operating locations. Identifies deficiencies in facility and utility systems supporting AIA units and works with host base and MAJCOMs to ensure adequacy and reliability. In conjunction with public law, executive orders, host MAJCOM policy, HQ Air Force Civil Engineering Support Agency, and according to applicable engineering technical letter requirements, provides technical guidance in the design and construction of facility, utility and architectural systems relating to energy conservation, environmental protection, and Americans with Disabilities Act programs. Manages the agency power conditioning and continuation interface and emergency power and generator program. Provides AIA policy and direction to the appointed design agency (United States Corps of Engineers, United States Navy office in charge of construction, 67th Intelligence Wing, NAIC, etc.) for facility design for both mission and quality of life projects.

18.1.2. Manpower, Organization, and Quality (HQ AIA/XPM). HQ AIA/XPM directs the agency manpower, organization and quality programs. Validates agency manpower authorization requirements and justifies them to HQ USAF. Controls the allocation of manpower authorizations made available by HQ USAF, and exercises control over the use of contract-services manpower. Directs the development of agency manpower standards. Controls organization of AIA units and activities, and ensures the application of Air Force organization policies and standard structures to the agency's units. Controls the placement of management headquarters functions and maintains accurate accounting of allocated manpower authorizations. Directs the implementation of and controls the Air Force officer and enlisted grade program. Directs the manpower portion of the civilian position management program and participates in AIA manpower cost management activities, including civilian end-strength and high-grade determinations. Advises commanders on proper use of manpower resources and provides alternatives for commanders. Agency focal point

for management effectiveness matters. Models processes for efficiency and effectiveness and determines cost. Focal point for USAs within AIA.

18.1.2.1. Program Development (HQ AIA/XPMP). HQ AIA/XPMP is the division focal point for reviewing and implementing manpower actions for agency PADs, PPlans, special OPLANs, and studies. Develops and implements US Air Force and agency organizational concepts, policies, guidance and structures. Controls AIA organization, functional nomenclature and terminology. Monitors agency and US Air Force-directed organizational tests and forwards final evaluation reports with appropriate recommendations to HQ USAF. Prepares G-series special orders effecting organizational actions. Updates and maintains unit mission directives, develops organizational structures for agency units, and directs the preparation of organizational and functional charts, chart books, and related publications. Processes personnel accounting symbol codes for activating, inactivating, redesignating and, reassigning organizational activities. Is the agency OPR for OSCs. Maintains organizational unit status files for active and reserve units. Reviews the agency POM, CCP and GDIP initiatives for manpower impact. Interfaces with HQ USAF on manpower resource allocation matters. Interfaces with NSA managers and planners on CCP resource issues, with HQ USAF/XOI and DIA managers and planners on GDIP manpower issues, and with HQ USAF program element monitors on tactical intelligence and related activities, and electronic combat and securities manpower resource issues. Reviews, adjusts, and maintains the resource control files according to AFM 26-749, and controls the use of the agency manpower data system. Monitors manpower ceilings (for example, European, Pacific, headquarters) and agency officer and enlisted grades. Oversees the development of manpower annexes for agency exercise, contingency and war plans, and the development and maintenance of the manpower detail for agency-controlled UTCs in the deliberate crisis action planning and execution system. Creates and updates deployment manpower documents during contingencies and exercises. Facilitates the US Air Force-directed Wartime Manpower Planning Exercise.

18.1.2.2. Requirements and Utilization (HQ AIA/XPMR). HQ AIA/XPMR establishes policy and provides guidance on agency manpower requirements processes. Provides direct support to the HQ USAF/XOI and AIA staff and field units on all manpower requirements matters. Provides technical guidance to manpower technicians and representatives at subordinate units. Validates AIA manpower requirements and manpower change requests, ensures that requested actions comply with current policies and constraints, and enters approved actions into the manpower data system. Manages various Congressional, OSD, and US Air Force-directed programs such as rated staff positions, military essentiality and critical military skills, general officer and colonel position requirements, and unsatisfactory rotation index. Performs and, or facilitates special projects cutting across multiple functional areas. Provides commanders and managers process improvement services–direct support, consultation, facilitation, etc. Documents operations, processes and functional organizations through state of the art techniques and tools. Models processes for efficiency and effectiveness and to determine costs. Builds and analyzes activity and cost models using standard techniques from industry and DoD. Advises staff on A-76 competitive sourcing and privatization policy and implementation in AIA. Facilitates team meetings – at appropriate opportunities using advanced computer systems to ensure rapid accomplishment of projects. Agency focal point for SAF Unit Excellence Award and CSAF Team Quality Award.

18.1.3. Programs (HQ AIA/XPP). HQ AIA/XPP is the AIA focal point and leadership for programming efforts related to the DoD Biennial Planning, Programming and Budgeting System and the Director, Central Intelligence (DCI) Capabilities Programming Budgeting System (CPBS). HQ AIA/XPP ensures resource execution aligns with planning, programming, and budgeting of resources through oversight of AIA requirements processes. Additionally provides financial estimates and budget planning for the Director, Plans and Requirements.

   18.1.3.1. Programming (HQ AIA/XPPP). Develops AIA's input to the Air Force POM, NSA CCP, National Imagery and Mapping Agency NIMAP, and the DIA GDIP. Ensures AIA programming actions support DoD, DCI, NSA, USAF and AIA objectives and that those actions are developed according with AFI 16-501, Control and Documentation of Air Force Programs, and the DCI CPBS Manual. Interprets DoD, DCI, NSA, DIA, and Air Force program guidance and keeps the AIA Commander and staff informed of key events, policy changes, and issues related to programmatic actions. Provides programming guidance and development instructions, procedural expertise, and assistance to the AIA staff and subordinate units. Supports all AIA Corporate Structure activities defined in AIAI 16-501. Interfaces with appropriate Air Staff Resource Allocation Teams and program element monitors on program issues. Monitors implementation of Program Budget Decisions affecting AIA. Maintains a programming database of all approved AIA Future Year Defense Plan resource levels. Maintains reference library of applicable program guidance documents. Prepares information for AIA Commander for use in defending AIA resource requirements at Air Staff, DIA, and NSA. Is AIA OPR for Air Force PMDs.

   18.1.3.2. Requirements (HQ AIA/XPPR). HQ AIA/XPPR manages corporate validation and prioritization of agency requirements to include needs reflected in HQ AIA strategic and master plans. Ensures formulation of single requirement priority lists to support specific agency resource allocation and acquisition processes. Infuses discipline into agency corporate process to ensure customer needs are considered through centralized requirements management. Mandates adherence to AIA corporate decisions and allocation of resources accordingly. Entry point for new initiatives, analysis of related strategic planning and programming guidance, and recommends appropriate course of action. Leads agency in development and population of AIA requirements database to support electronic forwarding and update of requirements and initiatives, promulgates database throughout agency, and provide interrogation and accountability for all requirement validation and resource allocation decisions. AIA focal point for processing MNSs, ORDs, and Program Baseline Summaries (PBS). Provide direction and oversight to the development, preparation, submission, and execution of directorate financial plan (O&M funds) and budget estimates. Advise Director and division management on financial matters and comptroller actions for current operating budget.

18.1.4. Information Operations Modernization (HQ AIA/XPD). HQ AIA/XPD is AIA's team for information operations modernization planning. We are the bridge between AIA's units and centers and the Air Force Modernization Planning Process (AFMPP), Joint modernization, and national systems modernization processes. HQ AIA/XPD is AIA's representative in mission area planning, mission area analysis, and mission need analysis for the intelligence, surveillance, and reconnaissance (ISR) and counterinformation (CI) mission areas. HQ AIA/XPD ensures a smooth transition to operational capability by supporting acquisition of new capabilities and modifications by providing acquisition guidance, direction, and development and, or design review support with mission planning and systems integration as the backdrop. HQ AIA focal point for activities

related to research, development, and technology applications. Identifies and advocates technologies for application to IO mission needs. Agency lead for participation in Technology Planning Integrated Product Teams, support development of long range technology, research, and development roadmap. Interfaces with industry, government and university laboratories to facilitate transfer of technology. Develops and coordinates Cooperative Research and Development Agreements (CRADA) between AIA and industry. Manages AIA participation in Advanced Technology Demonstrations (ATD), Advanced Concept Technology Demonstrations (ACTD), TENCAP, and Military Exploitation of Reconnaissance and Technology (MERIT) and the Technology, Research and Development for Information Options (TRIO) database.   Leads AIA's effort to identify and transition to operation the latest technologies available, ensuring emerging technologies blend into the planning and development of Air Force IO systems. Nonvoting member of Tactical Exploitation of National Systems (TENCAP) Colonel review group. Voting member of ISR Mission Area Team. Voting member of the Senior Year Executive Review Board.

18.1.4.1. Missions (HQ AIA/XPDM). HQ AIA/XPDM is AIA's focal point and advocate for modernization planning with Air Staff, Air Force MAJCOMs, other services, national-level agencies, government departments, the Joint Staff, civilian corporations, defense contractors, and other international government entities. AIA's single conduit to identify and input all information operations and counterproliferation mission analysis and deficiencies to Air Force Mission Area Plans (MAP). Leads designated AIA Support Planning Teams responsible for organizing AIA's strategy in support of MAJCOM mission area teams for MAP production. Participates directly with MAJCOMs, Air Staff, and national agencies for mission area analysis, mission needs analysis, and mission solution analysis. Coordinates with other Air Force planners to consolidate, manage, and produce the front-end information requirements for the ISR and CI MAPs, addressing Air Force intelligence missions, deficiencies, and concept solutions for areas that encompass all Air Force mission areas. Chairs the CI Requirements Analysis Working Group (RAWG), with representatives from multiple AF MAJCOMs. Voting member of the ISR RAWG. Leads and Conducts Unified Cryptologic Architecture plans and implementation activities for the Air Force (HQ USAF/XOIR). Works with BIG SAFARI, NSA, Aerospace Command and Control Intelligence, Surveillance, and Reconnaissance Center (AC2ISRC) and other offices to develop long-range plans and concepts for systems modernization, including RIVET JOINT, COMBAT SENT, MASINT systems, and satellite systems.

18.1.4.2. Systems (HQ AIA/XPDS). HQ AIA/XPDS is responsible for analysis of strategic and tactical customer needs and requirements and development of material concepts and solutions for modernization planning. XRRS functions are to acquire new capabilities or systems, to acquire upgrades or modifications to existing systems, and promulgate acquisition policy. Participates directly with Air Force and Joint System Program Offices (SPO), Air Force Senior Year and Big Safari programs, NSA acquisitions, and OSD ACTDs to ensure mission deficiencies and required capabilities for ISR airborne and ground systems, MASINT, IW, and Counter Information (CI) are satisfied. Develops mission need statements and operational requirements documents. Identifies programmatic risks and risk mitigation approaches and practices. Provides acquisition and program management guidance to AIA centers, groups and other applicable organizations. Implements Air Force policy and guidance relative to acquisition professional development program certifications. Ensures user participation in developmental and Operational Test and Evaluation. Participates in and conducts ISR, MAS-

INT, IW, and CI program reviews and provides recommendations on cost, schedule, performance and supportability issues. Manages and Coordinates HQ AIA and AFMC Day. Interfaces with HQ USAF/XPMO, HQ USAF/XOI, HQACC/DR/DO, SAF/AQ, HQ AFMC and Centers, DoD office of acquisition and technology, CMO, NSA, and other national agencies. Supports development of the annual NSA technology Forecast.

18.1.5. Strategic Planning (HQ AIA/XPX). HQ AIA/XPX develops, coordinates, and implements all HQ AIA long-range, strategic planning and architectures using the guidance and direction of HQ USAF, DoD, NSA, and the DCI. Ensures AIA strategy formulation, mission requirements, and development are consistent with national, joint, and Air Force policy and doctrine. Manages AIA PAD, PPlan activities and unit transfers, closures, and beddown. Agency focal point for planning policy, MOA, MOU, and Base Realignment and Closure (BRAC) activities. As the Agency focal point for congressional issues, tracks mission related legislation and assesses the impact on AIA, its subordinate units, and Air Force intelligence in general. Manages the AIA PIP. Identifies opportunities to exploit cooperation between weather and intelligence organizations. Located within the division is the INSCOM Exchange Officer.

18.1.5.1. Strategic Planning (HQ AIA/XPXP). The Strategic Planning Branch is OPR for formulating the planning documents that comprise the AIA Strategic Plan. These include the AIA Strategic Vision, the AIA Performance Plan, and the AIA Future Capabilities Plan. These documents align with the following Air Force strategic planning documents: AF Strategic Vision; AF Strategic Plan, Vol 2 (Performance Plan); and AF Strategic Plan, Vol 3 (AF Capabilities Investment Plan). When new strategic planning documents are required, serves as focal point for their development. Maintains active liaison with Air Staff and MAJCOM intelligence planners, AIA subordinate-unit planners, and national intelligence agencies' planners to incorporate and influence, as early as possible within planning cycles, external and internal planning guidance, processes, and plans. Organizes, hosts, and facilitates strategic planning meetings with Agency planners and/or senior leadership to review and update AIA strategic planning products. Publishes and distributes the Agency's strategic planning documents and associated literature. Monitors implementation of action plans and, through the AIA corporate process, ensures periodic updates to the AIA Board. Mentors and assists OPRs throughout the Agency with developing detailed action plans required to implement AIA Strategic Plan goals and objectives. Collects and analyzes data, and prepares reports prescribed by planning documents such as the AIA Mission Essential Tasks (MET); AIA Implementation Plans (IPLAN); and AIA Future Capabilities Plan annexes.

18.1.5.2. Support Planning (HQ AIA/XPXU). AIA focal point for policy, doctrine, space support, and unit beddown planning. Supports the Air Force modernization planning process and DoD and National Space Systems planning activities. Responsible for the development, coordination, and maintenance of AIA's space policies, doctrine, and multi-INT plans and architectures using HQ USAF, DoD, NSA, and DCI guidance and direction. Co-chairs and provides leadership for the AIA Space Support Planning Team, linking AIA to AFSPC and other MAJCOM mission area teams for MAP production. Provides support to, liaison with, and cognizance of national agencies' planning initiatives and their impact on future AIA space objectives. Performs systems capability assessments to determine deficiencies, identifies potential solutions for projected AIA space system initiatives, and defines requirements as appropriate. Provides technical expertise and guidance to other AIA support planning teams and technology planning integrated product teams. Assists HQ AIA/DO and the space func-

tional manager in addressing, coordinating, and bringing to bear the full range of AIA space resources to resolve current operational issues. AIA focal point for all Integrated Overhead SIGINT Architecture (IOSA) planning activities. Researches policy issues and determines applicability to the AIA planning process. Ensures agency policy embodies and is consistent with higher headquarters' policy. Develops coordinated policy and provides agency policy, planning, and doctrinal guidance. Proposes AIA policy on foreign disclosure issues. Manages AIA unit transfers, closures, and beddowns. Serves as the AIA focal point for Base Realignment and Closure (BRAC) issues. Manages the Program Action Directive (PAD) and Programming Plan (PPlan) activities for AIA. Serves as the AIA focal point for all memorandums of agreement and memorandums of understanding (MOA/MOU). Advises AIA/CC and staff on congressional intelligence-related legislative activities, interacting with national agencies and SAF/LL to promote the AIA mission. Acts as the AIA focal point for HQ USAF, joint doctrine, and joint publications. Tasks subordinate AIA centers and units, chairs working groups,and briefs key AIA staff on issues within branch responsibility.

19. The Air Force Cryptologic Office consists of:

19.1. Air Force Cryptologic Office (HQ AIA/CX). HQ AIA/CX identifies, investigates, and evaluates future cryptologic and intelligence technologies. Advocates technology integration and supports the development of Air Force cryptologic plans, policy, doctrine and programs, and the acquisition process for HQ AIA/CC and the AF/XOI. Assists AIA in implementing Air Force cryptologic plans, policy, doctrine and programs. As directed by HQ AIA/CC and the AF/XOI, represents the Air Force both within NSA and to the larger national community. Coordinates Air Force cryptologic policies, plans, and programs within the United States Cryptologic System. Assists HQ AIA and AF/XOI in validating and prioritizing Air Force cryptologic requirements and advocates these positions within NSA and to the national community. Ensures CCP achieves maximum synergy with Defense Cryptologic Program and Information Systems Security Program. AFCO is the manager for AIA's intern programs at NSA.

JAMES J. ROMANO,   Colonel, USAF
Director of Plans and Requirements

Attachment 1

GLOSSARY OF ABBREVIATIONS AND ACRONYMS

Abbreviations and Acronyms

ACC—Air Combat Command

AETC—Air Education and Training Command

AFIWC—Air Force Information Warfare Center

AFMC—Air Force Materiel Command

AFPC—Air Force Personnel Center

AFSC—Air Force Specialty Code

AFSPC—Air Force Space Command

AIA—Air Intelligence Agency

AIAMD—AIA Mission Directive

APDP—Acquisition Professional Development Program

BRAC—Base Realignment and Closure

C3CM—Command, Control, and Communications Countermeasures

C4I—Command, Control, Communications, Computer, and Intelligence

CCP—Consolidated Cryptologic Program

CIO—Chief Information Officer

CIPS—Combined Intelligence Publishing Service

COE—Common Operating Environment

COMNAVSECGRP—Commander Naval Security Group

COMPES—Contingency Operations Mobility Planning and Execution System

CONOPS—Concept of Operations

CPBS—Capabilities Programming Budgeting System

DAA—Designated Approval Authority

DCI—Director, Central Intelligence

DIA—Defense Intelligence Agency

DIRNSA—Director, National Security Agency

DISA—Defense Information Systems Agency

DMS—Defense Message System

DoD—Department of Defense

DODIIS—DoD Intelligence Information System

EEO—Equal Employment Opportunity

FAR—Federal Acquisition Regulation

FOA—Field Operating Agency

FOIA—Freedom of Information Act

FWA—Fraud, Waste, and Abuse

GAO—General Accounting Office

GDIP—General Defense Intelligence Program

HUMINT—Human Intelligence

ICF—Intelligence Contingency Fund

IIU—Information and Infrastructure Upgrade

ILS—Integrated Logistics Support

IMA—Individual Mobilization Augmentee

IMINT—Imagery Intelligence

INSCOM—Intelligence and Security Command (Army)

IO—Information Operations

IPB—Intelligence Preparation of the Battlespace

ISA—Inter and Intra Service Support Agreement

IS&R—Intelligence, Surveillance and Reconnaissance

IW—Information Warfare

JC2WC—Joint Command and Control Warfare Center

JCS—Joint Chiefs of Staff

LAN—Local Area Network

M&S—Modeling and Simulation

MAJCOM—Major Command

MAP—Mission Area Plan

MASINT—Measurement and Signature Intelligence

MNS—Mission Need Statement

MOA—Memorandum of Agreement

MOU—Memorandum of Understanding

NAIC—National Air Intelligence Center

NATO—North Atlantic Treaty Organization

NSA—National Security Agency

OASD—Office of the Assistant Secretary of Defense

O&M—Operations and Maintenance

OPLAN—Operations Plan

OPR—Office of Primary Responsibility

OSC—Office Symbol Code

OSD—Office of the Secretary of Defense

OSINT—Open Source Intelligence

PAD—Program Action Directive

PIP—Planning Implementation Panel

POC—Point of Contact

POM—Program Objective Memorandum

PMD—Program Management Directive

PPlan—Programming Plan

PRP—Program Review Panel

REP—Requirements Execution Panel

SAF—Secretary of the Air Force

SAF/AQ—Secretary of the Air Force/Acquisition

SCE—Service Cryptologic Element

SCI—Sensitive Compartmented Information

SIGINT—Signals Intelligence

TEMPEST—Transient Electro-Magnetic Pulse Emanation Standard

TDC—Technology Demonstration Center

TIBS—Tactical Information Broadcast Service

UMD—Unit Manpower Document

HQ USAF—Headquarters United States Air Force

HQ USAF/XOI—HQ USAF/Intelligence, Surveillance and Reconnaissance

HQ USAF/XPM—HQ USAF/Manpower, Organization and Quality

UTC—Unit Type Code

Y2K—Year 2000

Organization Structure Codes
CC—Commander

CCC—Senior Enlisted Advisor

CCE—Executive Services

CCR—Mobility Assistant to Commander

CCX—Commanders Action Group

CCXR—Audio Visual and Presentations

CV—Vice Commander

CVE—Executive Services

CVP—Protocol

CA—Executive Director

DO—Operations

DOM—Mission Management

DOMP—Program Services

DOMX—Plans and Programs Development

DOO—Current Operations

DOOI—Current Operational Information

DOOO—Current Operations

DOOQ—Production and Applications Operations

DOP—Tactical Information Broadcast Service (TIBS)

DOY—Space And Advanced Programs

DOYI—Intelligence Integration

DOYP—Special Studies

DOYR—Resources

DOYX—Plans And Programs Execution

DOYZ—Operations

DOX—Operations Plans

DOXA—Architecture and Integration

DOXC—Combat Applications

DOXX—Readiness and Exercise

DO2—Psychological Operations

DP—Personnel

DPA—Assignments

DPAT—Training and Education

DPC—Civilian Personnel

DPCH—Development and Utilization

DPCI—Information Services

DPCR—Plans and Requirements

DPCS—Recruitment and Placement

DPCX—Resource Effectiveness

DPP—Personnel Programs

DPZ—Executive Services

FM—Financial Management and Comptroller

FMB—Budget

FMP—Financial Plans and Analysis

HC—Chaplain

HO—History

IG—Inspector General

JA—Staff Judge Advocate

LG—Logistics

LGC—Contracting

LGM—Maintenance

LGMM—Maintenance Management

LGMY—Integrated Electronic Systems Management

LGS—Supply

LGSP—Supply Policy And Procedures

LGSW—Weapon System Support

PA—Public Affairs

PAE—External Communications

PAI—Internal Information

RE—Reserve Affairs

SE—Safety

SG—Surgeon General

SO—Security

SOC—Information Security

SOP—Personnel Security

SOX—Security Operations

XP—Plans And Programs

XPC—The Civil Engineer

XPCP—Program Support

XPCS—Technical Support

XPM—Manpower, Organization, and Quality

XPMP—Program Development

XPMR—Requirements and Utilization

XPP—Programs

XPPP—Programming

XPPR—Requirements

XPD—Info Ops Modernization

XPDM—Mission

XPDS—Systems

XPX—Strategic Planning

XPXP—Strategic Planning

XPXU—Support Planning

CX—Air Force Cryptologic Office